

*The County of San Diego
Employee Satisfaction Survey 2007*

**HHSA Strategic Planning and
Operational Support**



April, 2008

Department of Human Resources

The County of San Diego Employee Satisfaction Survey Results 2007 Strategic Planning and Operational Support

OVERVIEW AND PURPOSE

Understanding the opinions of County employees is an important component in helping to determine organizational effectiveness. Each year, beginning in 1997, the County of San Diego has asked employees to complete a survey about their satisfaction with their work environment. The enclosed report describes the findings of the Employee Satisfaction Survey completed by County employees in January of 2008. This report compares results from the current year survey at the Countywide level to data from previous surveys distributed to employees from 2002-2007.

DATA COLLECTION

In January 2008, surveys were distributed to employees within their departments and returned through either inter-office mail or collection boxes located throughout the County. 6,349 employees completed and returned the survey. The survey included 44 questions addressing employee perceptions as well as demographic data.

RESULTS

This report includes graphs and data tables that compare the positive responses for each year the survey was administered. Also included are graphs displaying the positive responses for six questions by gender and ethnicity. In addition, item response distribution graphs have been included for each of the 44 survey questions.

Countywide results indicate that the degree of employee satisfaction has decreased slightly in multiple areas. Employees responded either the same or more positively to 7 of the items compared to last year. Group results indicate employees responded either the same or more positively to 25 of the items compared to last year. Department results indicate employees responded either the same or more positively to 30 of the items compared to last year.

The data in this report can be used as a starting point for continuous improvement opportunities. Section 3 of this report contains some suggestions for communicating the survey results to employees.

** Positive responses are those where employee replied with a response of "To a Great Degree" or "To a Very Great Degree." Note: Questions 17, 30, and 34 are phrased such that "positive responses" are those where employee replied with a response of "To No Degree" or "To a Slight Degree."*

At the request of the Chief Administrative Officer, annual surveys have been administered since 1997 to assess County employees' satisfaction with various aspects of their jobs. The survey, conducted by the Department of Human Resources, was developed in cooperation with employee organizations. It addresses topics such as job satisfaction, work environment and interaction with management. This report utilizes a six-year baseline, 2002-2007. The format makes information easier to communicate, allows trends to be more easily identified, and to more accurately reflect the level of employees' satisfaction.

The report summarizes the responses from 6,349 employees. The responses came from the Community Services Group with 7%, Finance and General Government Group with 10%, Health and Human Services Agency with 37%, Land Use and Environment Group with 15%, and the Public Safety Group with 31%.

There has been a fluctuation in favorable responses to almost every item since the initial survey in 1997. As expected, responses often correlate to various environmental and economic factors which impact business. In comparison to the prior year in Strategic Planning and Operational Support, 2007 reflected; 4 survey items had increases in the seven to eleven percentage point range; 6 survey items had increases in the four to six percentage point range; 13 survey items had increases in the one to three percentage point range; 8 survey items had decreases in the one to three percentage point range; 4 survey items had decreases in the four to six percentage point range; 2 survey items had decreases in the seven to eleven percentage point range; and 7 survey items had no change.

Compared to the 2006 survey, key findings in Strategic Planning and Operational Support include the following successes and areas of opportunity:

- 11% increase in positive responses from employees when asked if there is effective communication within their work group (53% to 64%);
- 8% increase in positive responses from employees when asked whether their department emphasizes job safety (72% to 80%);
- 8% increase in positive responses from employees when asked if top management does their job well (46% to 54%);
- 7% decrease in positive responses from employees when asked if their department has the technology it needs to meet the future (53% to 46%);
- 7% decrease in positive responses from employees when asked if they are satisfied with their job overall (68% to 61%); and
- 6% decrease in positive responses from employees when asked if their performance is evaluated regularly against agreed-upon standards and goals (69% to 63%).

The charts on the following pages were selected by Group executive teams to highlight six-year trends chosen as areas of significant impact within each Department.

The County of San Diego Employee Satisfaction Survey 2007 Suggestions for Communicating Results

Please take the opportunity to share your group and department survey results with your employees.

Format of Survey Results

Consistent with survey responses from last year, this year's responses have been analyzed using the percent of positive responses for each question. This format makes the survey results easier to communicate and makes it easier to identify patterns over time. Previous years' data are also presented in this format. "Positive responses" include items labeled either "To a Great Degree" or "To a Very Great Degree." * The use of positive responses more accurately reflects the level of employees' satisfaction with aspects of their work environment.

This year's survey results also include the demographic analysis of six questions related to the diversity initiative.

The Countywide Employee Satisfaction Survey contains a total of 44 questions addressing job satisfaction, work environment, interactions with management and staff, and other work-related issues. Because these 44 questions have been repeated each year the survey has been distributed, you may be able to identify some trends.

Communicating the Results

Communicating survey results can take many forms, from simple to complex. For instance:

- Use e-mail to express thanks for employees' participation and include a summary of results.
- During department-wide or other meetings, present the results and your reactions to them.
- Hold focus group meetings to share the results and ask employees to develop some recommended actions to address the issues.
- Establish an employee team to develop some recommendations based on the trends reflected in the survey.

** Note: Questions 17, 30, and 34 are phrased such that "positive responses" are those where employee replied with a response of "To No Degree" or "To a Slight Degree."*

The County of San Diego Employee Satisfaction Survey 2007 Suggestions for Communicating Results

Some questions that could be addressed include the following:

- What events may have influenced the department's responses?
 - What customer requirements may have affected the roles or workload of employees?
 - Are there patterns in how employee responses have changed over time? What might those patterns indicate?
 - What communication channels exist in your department/group? How well are they functioning?
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For further information, please contact the Employee Development Division in the Department of Human Resources.

County of San Diego

Department of Human Resources, Employee Development Division

Phone: 619.578.5770

Mail Stop: D-15

HHSA Strategic Planning and Operational Support

Employee Satisfaction Survey Results Percent of Positive Responses for 2004-2007*

Question	2004 (N ≤ 43)	2005 (N ≤ 484)	2006 (N ≤ 117)	2007 (N ≤ 145)
Q1 "Is providing quality service to customers a priority in your department?"	84%	79%	88%	90%
Q2 "Are you treated fairly by your department?"	67%	57%	72%	77%
Q3 "Does your department provide a work environment free of harassment?"	74%	66%	84%	81%
Q4 "Does your department value a diverse workforce?"	70%	70%	81%	81%
Q5 "Does your department emphasize job safety?"	76%	65%	72%	80%
Q6 "Are rules and regulations in your department applied consistently?"	51%	51%	65%	65%
Q7 "Does your department have the technology it needs to meet the future?"	63%	48%	53%	46%
Q8 "Is your department's top management accessible to all employees?"	49%	51%	61%	57%
Q9 "Do you trust what your department's top management tells you?"	51%	44%	62%	56%
Q10 "Does your supervisor do his / her job well?"	56%	66%	73%	76%
Q11 "Does your supervisor thoroughly explain your group's task or project assignments?"	51%	60%	68%	72%
Q12 "Does your supervisor plan and schedule work in advance?"	47%	53%	64%	67%
Q13 "Does your supervisor adequately explain reasons for changes in your work?"	56%	57%	67%	70%
Q14 "Does your supervisor encourage you to speak your mind even if you disagree?"	55%	59%	71%	74%
Q15 "Does your supervisor treat you with respect?"	65%	73%	83%	87%
Q16 "Does your supervisor encourage cooperation between your work group and other groups?"	67%	63%	79%	79%
Q17 "Does your supervisor avoid making decisions?"	58%	64%	68%	68%
Q18 "Does your supervisor go 'to bat' for you?"	47%	56%	74%	71%
Q19 "Does your supervisor involve your work group in problem solving?"	48%	47%	67%	72%
Q20 "Does your manager do his / her job well?"	50%	55%	70%	70%
Q21 "Is the morale in your work group satisfactory?"	36%	35%	50%	57%
Q22 "Are tasks assigned fairly within your work group?"	56%	42%	55%	61%
Q23 "Is there effective communication within your work group?"	43%	51%	53%	64%
Q24 "Do work groups within your department communicate effectively with each other?"	43%	38%	50%	48%
Q25 "Do you find your work interesting and challenging?"	47%	60%	68%	65%
Q26 "Do you have adequate time to complete your work?"	53%	34%	51%	53%
Q27 "Do you have a say about decisions that affect your job?"	30%	24%	40%	40%
Q28 "Do you have adequate resources to do your job?"	64%	42%	54%	53%
Q29 "Are you satisfied with your office facilities?"	40%	43%	42%	44%
Q30 "Are you overloaded in your work?"	46%	30%	41%	43%
Q31 "Do you receive adequate feedback on your job performance?"	35%	45%	57%	60%
Q32 "Does your supervisor give you appropriate recognition for good performance?"	40%	47%	61%	58%
Q33 "Is your performance evaluated regularly against agreed-upon standards and goals?"	53%	52%	69%	63%
Q34 "Is poor performance ignored in your department?"	39%	45%	57%	55%
Q35 "Do you have adequate time to learn on the job?"	45%	31%	47%	49%
Q36 "Does your department provide opportunities for career development?"	51%	36%	53%	57%
Q37 "Are you satisfied with the training you are receiving?"	47%	35%	47%	47%
Q38 "Are the policies of your department clearly explained to you?"	58%	46%	56%	58%
Q39 "Are the goals and objectives of your department clearly explained?"	64%	49%	63%	66%
Q40 "Does top management of the County do its job well?"	37%	31%	46%	54%
Q41 "Is top management of the County adequately informed about what its workers do?"	20%	17%	34%	32%
Q42 "Is top management in your department adequately informed about what its workers do?"	34%	32%	46%	41%
Q43 "Are you satisfied with your job overall?"	62%	53%	68%	61%
Q44 "Are you satisfied with the County as your employer?"	71%	63%	75%	76%

*Previous year's data not available; 2004 is the first year HHSA Strategic Planning and Operational Support was listed as a separate department.